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Department of Defense  
**DIRECTIVE**

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November 25, 1992

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USD(P)

SUBJECT: George C. Marshall European Center for Security Studies

- References:
- (a) Title 10, United States Code
  - (b) DoD Directive 5010.16, "Defense Management Education and Training Program," July 28, 1972
  - (c) Unified Command Plan
  - (d) DoD Directive 5100.3, "Support of the Headquarters of Unified, Specified, and Subordinate Joint Commands," November 1, 1988
  - (e) through (h), see enclosure 1

**A. PURPOSE**

Pursuant to the authority vested in the Secretary of Defense under Chapter 6, Title 10 (reference (a)), this Directive establishes the George C. Marshall European Center for Security Studies (hereafter referred to as "the Marshall Center"), with mission, organization and management, responsibilities, functions, relationships, and administration as prescribed herein.

**B. APPLICABILITY**

This Directive applies to the Office of the Secretary of Defense, the Military Departments, the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Unified and Specified Combatant Commands, the Inspector General of the Department of Defense, the Defense Agencies, and the DoD Field Activities (hereafter referred to collectively as "the DoD Components").

**C. MISSION**

The mission of the Marshall Center shall be to foster understanding of and appropriate cooperation on defense matters in the context of political democracy, human rights and freedoms, and free enterprise economy and, to that end, the Marshall Center shall:

1. Serve as a forum for defense contacts.
2. Provide defense education to civilian and military personnel of the United States and, to the extent permitted by law, of European nations and the new independent states on the territory of the former Soviet Union, in accordance with DoD Directive 5010.16 (reference (b)).

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3. Conduct research on security issues affecting the United States, European nations, or the new independent states on the territory of the former Soviet Union.

4. Conduct conferences, seminars, and other information exchange activities with civilian and military personnel of the United States and, to the extent permitted by law, of European nations and the new independent states on the territory of the former Soviet Union.

5. Conduct foreign area officer and language training in accordance with the requirements of the Military Departments.

6. Support North Atlantic Treaty Organization activities involving personnel of European nations and the new independent states on the territory of the former Soviet Union, to the extent permitted by law.

#### D. ORGANIZATION

1. The Marshall Center is hereby established as an element of the United States European Command.

2. The Commander in Chief, U.S. European Command (USCINCEUR), with the concurrence of the Under Secretary of Defense for Policy (USD(P)), shall appoint a Director of the Marshall Center, who shall report to the USCINCEUR.

3. The Marshall Center shall, with the permission of the Government of Germany, be located in Germany.

4. The Marshall Center shall be authorized such personnel, facilities, funds, and other resources as the Secretary of Defense deems appropriate.

#### E. RESPONSIBILITIES AND FUNCTIONS

1. The Commander in Chief, United States European Command, shall:

a. Exercise authority, direction, and control over the Director of the Marshall Center;

b. Ensure that the Marshall Center's activities are consistent with policy guidance issued by the USD(P) under Section E.2., and with the mission assigned to the USCINCEUR under the Unified Command Plan (reference (c)); and

c. Ensure that the Marshall Center meets the foreign area officer and language training requirements of the Military Departments.

2. The Under Secretary of Defense for Policy shall:

a. Issue policy guidance relating to the Marshall Center's activities involving foreign powers;

b. Accomplish necessary departmental and interagency coordination for matters concerning this Directive.

3. The Secretary of the Army is responsible for the administrative support of the Marshall Center in accordance with DoD Directive 5100.3 (reference (d)). In the exercise of this responsibility, the Secretary of the Army shall:

- a. Provide and maintain facilities for operating the Marshall Center;
- b. Provide administrative, logistical, medical, programming, and budget support to the Marshall Center; and
- c. Include the annual budget of the Marshall Center, as developed in consultation with the USD(P), as a separate line item in the Department of the Army budget and financial plan. The Marshall Center program and budget shall include all Marshall Center civilian manpower and operations cost requirements, except as provided for by DoD Directive 5010.16 (reference (b)), DoD Directive 4000.19 (reference (e)), DoD Instruction 7230.7 (reference (f)), DoD 5105.38-M (reference (g)), and DoD Instruction 7290.3 (reference (h)).

4. The Heads of the DoD Components shall nominate personnel for assignment to staff the Marshall Center and to attend the Marshall Center in non-staff capacities. The USCINCEUR shall approve personnel for assignment to staff the Marshall Center and to attend in non-staff capacities, after coordination with the USD(P).

5. The Director of the George C. Marshall European Center for Security Studies, shall:

- a. Exercise authority, direction, and control over the Marshall Center and all assigned resources in accordance with this Directive; and
- b. Submit Marshall Center program and budget requirements as directed by the USCINCEUR in accordance with applicable Department of Defense directives.

#### F. RELATIONSHIPS

1. In the performance of assigned missions and exercise of authority granted by this Directive, the Director of the Marshall Center shall use established facilities and services of the Department of Defense and other Federal Agencies, whenever practicable, to avoid duplication, achieve efficiency, and accomplish missions effectively.

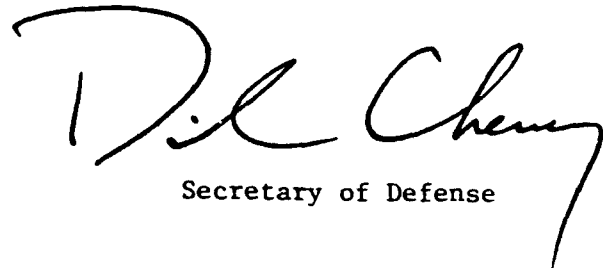
2. The Heads of DoD Components shall coordinate with the USD(P) and the Chairman of the Joint Chiefs of Staff on matters relating to the mission and activities of the Marshall Center.

#### G. IMPLEMENTATION AND EFFECTIVE DATE

1. The Under Secretary of Defense for Policy may issue instructions to carry out the USD(P)'s functions under Section E.2. Instructions to the Military Departments shall be issued through the Secretaries of the Military Departments. Instructions to the Commanders in Chief of the Unified and

Specified Combatant Commands shall be communicated through the Chairman of the Joint Chiefs of Staff.

2. This Directive is effective immediately.

  
Secretary of Defense

Enclosure  
References

REFERENCES, continued

- (e) DoD Directive 4000.19, "Interservice, Interdepartmental, and Interagency Support," April 15, 1992
- (f) DoD Instruction 7230.7, "User Charges," January 25, 1985
- (g) DoD 5105.38-M, "Security Assistance Management Manual," October 1, 1988,  
authorized by DoD Directive 5105.38, August 10, 1978
- (h) DoD Instruction 7290.3, "Foreign Military Sales Finance and Accounting,"  
May 8, 1991

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